

# CTC NEWSLETTER

**May 2005**



*"Mothers, food,  
love, and career,  
the four major  
guilt groups."*

*- Cathy Guisewite*

**HAPPY  
MOTHER'S  
DAY!**



**CTC INTERNET  
WEBSITE**

[www.state.gov/m/  
psi/tc](http://www.state.gov/m/psi/tc)

## **International Development Resumes — Same Species, Different Varieties**

*- Prepared by the CTC Staff*

### **Species** (SPEE-sheez, SPEE-seez)

"A group of closely related and interbreeding living things; the smallest standard unit of biological classification. Species can be divided into varieties, races, breeds, or subspecies. Red pines, sugar maples, cats, dogs, chimpanzees, and people are species; Siamese cats and beagles are varieties, not species. The term can be used to refer to any group of related things: 'This species of novel has become quite popular in recent years.' "

*From The New Dictionary of Cultural Literacy, Third Edition Edited by E.D. Hirsch, Jr., Joseph F. Kett, and James Trefil. Copyright © 2002 by Houghton Mifflin Company. Published by Houghton Mifflin.*

We have done some study of late on resumes for the field of international development and have found that, although their similarities to "regular" resumes for private sector jobs are great and numerous, there are some differences. They belong to the same species, they are simply different varieties. You could think of the standard one or two page resume as a beagle and the international development resume as a golden retriever!



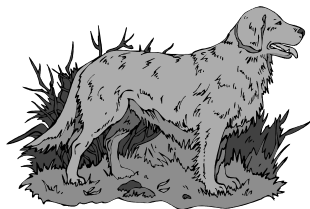
*"Yesterday I was  
a dog. Today  
I'm a dog.  
Tomorrow I'll  
probably still be  
a dog. Sigh!*

*There's so little hope for  
advancement."*

*- Charles M. Schulz as Snoopy*

### **The Gurus**

We have been guided in this study by several knowledgeable experts who have generously shared their time and extensive knowledge. They include Ms. Soonhoon Ahn of Ahn Consulting who is one of our Job Search Program Counselors and has worked with many professionals in international development, including 28 years in recruitment with the World Bank and the Asian Development Bank. Two very experienced and articulate senior recruiters from international development firms also assisted us: Geri Critchley from Management Systems International (MSI) and Sylvia Megret from International Resources Group (IRG).



*"Scratch a dog and  
you'll find a  
permanent job."*

*- Franklin P. Jones*

### Comparison

Resumes for the private sector and for the field of international development should have the same emphasis or focus -- *What can you DO?* The resume should "brand" you with specific areas of expertise (e.g., public health in southern Africa or democracy and governance in the Middle East speaking Arabic). After quickly skimming the resume -- or even just the front page -- the reader should have formed an impression of you as a professional and the breadth of your professional expertise.

An international development resume resembles the curriculum vitas that many of us have seen overseas. [Note: those CVs often include personal information such as race, religion, and hobbies. CVs submitted to American employers should not include such personal information.] The basic difference is that the international development resume includes more details than a regular resume -- just as a golden retriever is bigger than a beagle. It is also similar to curriculum vitas used by academics in higher education -- although those might better be characterized as St. Bernards!

Employers in the international development field, like many others these days, prefer resumes to be submitted through the internet. They maintain a database of resumes which they can scan for specific skills and experience. The three recruiters mentioned that they keep resumes in their databases for years and may call an applicant months or even years after it was submitted. You

never know when the need for your unique combination of skills will arise.

For all types of resumes, the inclusion of key words in the resume is very, very important. If no key words are included, then the resume will not surface when the company database is searched for those key words. Look for those key words in the job advertisement and on the employer's website. Different employers may have different terminology for the same skills and competencies. Soonhoon Ahn encourages international development job seekers to include key words related to project work, such as project identification, feasibility study, planning, design, negotiation, implementation, training, supervision, and evaluation.

For both "regular" and international development resumes, the first page is the most important. It should showcase the most important and relevant information about you.

Let's take the resumes section by section and point out the differences.

The neat, clean, easy-to-read format is the same -- 1 inch margins on all four sides of each page, your name on all pages, page numbers starting on page 2, etc. The header with your name and contact details is the same for both types of resumes. The length will probably be more than 2 pages, but don't make it too long! Ms. Ahn gives the average length of an international development resume as 3 to 4 pages.

*"If you get to thinking  
you're a person of some  
influence, try ordering  
somebody else's dog  
around."*

*- Will Rogers*



## The Profile

The next section on page one is usually called the "profile" and summarizes the qualifications of the job seeker. The international development recruiters encouraged applicants to use a profile.

In all resumes, the profile should be forward-focused, not just a general description of past experience. In all resumes, the job seeker should make sure all claims in the profile are supported in the accomplishments that follow in the body of the resume.

For international development resumes, the profile is often longer and should include specific technical skills and qualifications plus the years of experience in those skills. The recruiters went so far as to say that they assume all applicants have "soft" skills like leadership, research, and public speaking; and that they want to see the specific "hard" skills like project design, micro-enterprise development, and performance evaluation. Soonhoon Ahn heartedly agreed that the "hard" skills are more important. As in "regular" resumes, the profile should also include all the languages you speak and your security clearance. Geri Critchley of MSI even likes to see the names of all the countries in which you have worked in the profile, too.

Here is an example of an international development profile:

*Dr. XXX has twenty-five years of experience in development assistance and in private business in Africa, the United States, and Latin America. He has worked as a senior policy advisor, designed and managed complex projects, established five small enterprises, and published widely in professional journals and technical newsletters. He has also been involved with non-formal educational and adult training since 19???. With \_\_\_ International since 19???, Dr. XXX has served as team leader on assignments to ten countries in sub-Saharan Africa and two in Latin America planning, evaluating and organizing training. He has*

*researched performance assessment techniques employed in the corporate sector and adapted methodologies to capacity building in development assistance. Currently, Dr. XXX is Director of XYZ for \_\_\_ International and has successfully augmented the firm's new business and client portfolios. He stays current with management practices through participation in seminars on marketing, TQM, benchmarking, and similar leading-edge subjects.*

In all resumes, the profile should be responsive to the vacancy announcement or job description. It should target the job desired and include specific key words that describe the job. If the resume is directed at a specific job, then the skills highlighted should be those required by the job advertisement. The international development recruiters weren't even opposed to including a list of skills in the profile. That method is certainly an easy way to get all the "key words" into your resume. Here is an example:

<i>Financial Analysis</i>	<i>Financial Markets</i>
<i>Trade Issues</i>	<i>Commercial banking</i>
<i>Foreign Technical Assistance</i>	<i>Tax issues</i>

Here is another example:

*Strategic Partnerships  
Client Development & Management  
Business Planning & Development  
Program Development & Management  
Project Design, Management & Evaluation  
Institutional Strengthening  
Public Sector Management & Reform  
Privatization \* Stakeholder Analysis  
Small & Medium Enterprise Development (SME)  
Marketing Strategy & Business Development  
Large Scale Program Design & Change  
Transformation Implementation Strategy*

*"Life is like a dogsled team. If you ain't the lead dog, the scenery never changes."*

*- Lewis Grizzard*



### The Body of the Resume

The international development recruiters weren't at all opposed to combining functional and chronological styles, but they were firmly opposed to a strictly functional resume. (This is true for many recruiters in all professional fields.) If the resume is submitted for a specific job, then the skills highlighted in the functional section should be those required by the job advertisement.

A resume for an international development job should cover the applicant's full career in more detail than a resume for a private sector job. Mention the roles you played and the achievements you accomplished in specific projects. Ms. Ahn has even seen job seekers attach to their 3 or 4 page resume a separate page listing major projects that they worked on including the project name, their role, sector, size of project (i.e., \$\$\$), country, year, etc. The recruiters and Ms. Ahn all told us that international development recruiters and hiring task managers often check with their contacts in the field about your contributions to those projects. "Corridor rep" is just as important in international development as it has been in our Foreign Service careers.

Ms. Ahn stressed that your experience in policy development at the national or regional level should be included as well as any regional or country specific expertise, cultural understanding, and sensitivity. The recruiters also emphasized the importance of including the names of all the countries in which you have worked and lived as well as all the technical and programming sectors in which you have worked.

In both regular and international development resumes, make sure to highlight accomplishments that illustrate qualifications listed in the job advertisement. In international development resumes, you may want

to include the names of organizations with which you worked, such as Food for Peace. One of the interesting points made by the international development recruiters – and Ms. Ahn agreed -- was that hands-on field experience in a technical field is usually more marketable than general management experience. So, if the applicant started in a technical field, but eventually became a manager, s/he should be sure to cite technical skills and accomplishments in addition to his/her management accomplishments.

If your professional publications are numerous, it is better to summarize the subjects of your publications than to list each one. Do list the ones that are relevant to the position for which you are submitting this resume. You could also include relevant professional presentations that you have made; memberships and offices held in professional associations; plus honors and awards.

*"You want a friend in Washington? Get a dog."*

*- Harry S Truman*



### In Practice

Some international development firms give you a resume format to follow. ARD has one on their website, [www.ardhq.org](http://www.ardhq.org), that gives you 8 headings under which to organize your resume:

- Key Qualifications
- Education
- Professional Experience
- Languages
- Geographic Experience
- Professional Affiliations
- Honors/Awards
- Publications

CARE provides some detailed resume guidance on their website, [www.careusa.org/careers/resumeguide.asp](http://www.careusa.org/careers/resumeguide.asp), that includes these headings:

- Key Qualifications
- Education
- Previous Work/Consultancy Experience
- Languages
- Technical Skills

CARE also has a sample resume on their website that you may want to review.

ACDI VOCA has an application form on their website, [www.acdivoca.org](http://www.acdivoca.org). Some of the headings in that application are:

- Employment Info
- Areas of Expertise
- Skills
- Specific Expertise
- Language Capability
- Professional Affiliations
- Education/Training, Area of Concentration

For those who want to break into the international development field, Ms. Ahn recommends that they highlight their relevant education, training, volunteer experience, or certification on the first page after the profile. You could even include it in a functional skills listing. Remember the most important and relevant information should be on the front page and it should be what is important and relevant to the job you are applying for and the employer of that job, not what is important and relevant to your life history.



*The dog has seldom been successful in pulling man up to its level of sagacity, but man has frequently dragged the dog down to his.*

*- James Thurber*

## In Summary

What distinguishes international development resumes from private sector resumes is the detailed coverage of your FULL career (yes, it does very much matter that you were in the Peace Corps a hundred years ago, says Sylvia Megret of IRG!). The detail of your work and your accomplishments will demonstrate the depth and breadth of your technical expertise, while showing senior management experience.

*"My mother always told me I wouldn't amount to anything because I procrastinate. I said: 'just wait!' "*

*-- Judy Tenuta*

## EDITOR'S NOTES

Here are a few articles that might interest you this month.

*BusinessWeek*—April 18, 2005 — [www.businessweek.com](http://www.businessweek.com)

- "Where the Jobs Aren't" (p. 12) is just a short blurb about the arts, entertainment and recreation sector.
- "B-Schools for the 21st Century" (p. 112) is a short editorial on the need for new business skills, including cross-cultural teamwork.

*Fortune*—April 18, 2005—[www.fortune.com](http://www.fortune.com)

- This is the 2005 America's Largest Corporations issue. Perhaps the most interesting list is their "100 Best Companies to Work For" in the "Career Opportunities" section. An even better and definitely more helpful version of that list is on their website.



*AARP Bulletin*—April 2005—[www.aarp.org/bulletin](http://www.aarp.org/bulletin)

- “Ease Your Way to a Life Of Leisure” (p. 31) is about proposed federal rules to enable workers to cut down on their hours and receive a prorated share of their pension in order to transition gradually into retirement.

*Fast Company* -- May 2005—[www.fastcompany.com](http://www.fastcompany.com)

- “Not the Retiring Sort” by Danielle Sacks (p. 28) about applying Starbucks customer service lessons to the assisted-living industry.
- “Consultant Debunking Unit” by Martin Kihn (p. 42) is a brief and amusing article about what a consultant really is.
- “Making Change” by Alan Deutschman (p. 53) is an interesting article on psychological and neurological reasons why humans find it hard to change our ways.
- “Soul Assassins” by Jamie Malanowski (p. 85) is about Despair, Inc., the company that publishes parody posters like “Meetings: None of us is as dumb as all of us” (See [www.despair.com](http://www.despair.com) to laugh!) and has now written a book called *The Art of Demotivation* that explains why so many people are miserable at work.

*Entrepreneur*—May 2005—[www.entrepreneur.com](http://www.entrepreneur.com)

- “New Attitude: We Name the Top 50 New Franchises for 2005” (p. 104) is for those of you interested in starting your own business.



*“Any mother could perform the jobs of several air-traffic controllers with ease.”*

*- Lisa Alther*

## JOB LEADS



The March Job Fair was well attended by employers and job seekers. The employers were:

- Abt Associates Inc.
- Access Systems
- American Council on Education (ACE)
- ARD
- ArmorGroup North America
- AT&T Government Solutions
- Booz Allen Hamilton
- Carana Corporation
- Casals & Associates, Inc.
- Chugach Systems Integration, LLC
- Computer Sciences Corporation (CSC)
- Creative Associates International, Inc. (CAII)
- Development Alternatives, Inc. (DAI)
- Emerging Markets Group
- ENSCO, Inc.
- Geneva Software, Inc.
- GlobalCorps
- Harlan Lee & Associates
- International Executive Service Corps (IESC)
- International Foundation for Election Systems (IFES)
- International Resources Group - IRG
- John Snow, Inc. (JSI)
- Lockheed Martin Corporation
- Louis Berger Group, Inc.
- Management Systems International (MSI)
- ManTech International Corporation
- Mary Kay, Inc.
- Mindbank Consulting Group
- Multilingual Experts
- Northern Virginia Community College (NVCC)
- Planning & Development Collaborative International (PADCO)
- Raytheon Company
- Research Triangle Institute (RTI)

- U.S. Investigations Services (USIS)
- U.S. Peace Corps
- United Nations Employment & Assistance Unit, IO/S/EA
- University Research Company, LLC
- Vantage Human Resource Services Inc.

The next job fair will be held at FSI on August 23, 2005 from 1 to 4 pm in the D Building.

"For more information and to join the retiree list, go to RNet@state.gov. Access to the RNet at [www.RetirementNetwork.State.gov](http://www.RetirementNetwork.State.gov) will be available May 6."

*State Magazine* occasionally runs a feature article on retirees. They usually run the articles on retirees under the "Our Town" column. If you'd like to contribute, please write or e-mail [statemagazine@state.gov](mailto:statemagazine@state.gov)

*"When I was a child, my mother said to me, 'If you become a soldier, you'll be a general. If you become a monk you'll end up as the pope.' Instead I became a painter and wound up as Picasso."*

-- Pablo Picasso



## ATTENTION JSP GRADS!

The April issue of *State Magazine* has 2 articles of special interest to State Department retirees: "Direct From the DG: RNet Aims to Keep Retirees Connected" and "In the News: Retirement Office Set for Online Services This Year." Even if you do not subscribe to *State Magazine*, you can access it online at <http://www.state.gov/m/dghr/statemag/>. Here is a quote from the DG:

"RNet will also be the source for developing, maintaining and documenting skills, compiling a global WAE database and identifying the retiree component of the new operational readiness reserve. "



Here are a few samples of the articles:

February 2004 - "Sweet Home Alabama"  
<http://www.state.gov/documents/organization/29253.pdf>

March 2004 - "Life of the Party"  
<http://www.state.gov/documents/organization/30454.pdf>

May 2004 - "A Cold Warrior"  
<http://www.state.gov/documents/organization/32314.pdf>

June 2004 - "Welcome To Tombstone"  
<http://www.state.gov/documents/organization/33179.pdf>

December 2004 - "Little Big Town"  
<http://www.state.gov/documents/organization/39386.pdf>

*"Mama exhorted her children at every opportunity to 'jump at de sun.' We might not land on the sun, but at least we would get off the ground."*

-- Zora Neale Hurston



**Articles Needed for the Newsletter!**

Would any of you Veterans of the Job Search like to write a short article on a job search or retirement topic for our CTC Newsletter? We are always looking for good articles for our newsletters and would welcome your input any month of the year!

The articles can be funny or serious, very short or several pages long, text or a bulleted list — we aren't particular, especially between August and October when we have LARGE JSP classes!

Here are a list of possible topics:

- a book review
- a joke (clean, of course!)
- a travel or volunteer recommendation
- a comic account of your worst interview ever
- a list of lessons learned about salary negotiations
- a juicy expose on re-entry as a WAE
- guidance on how to actually retire
- what to look for in a really good tailor
- how to write a resume for a particular industry
- a recommendation for good networking opportunities
- an account of how you started your own business
- Your personal experiences on the 2004 Presidential campaign trail—would you ever do it again?!?!)
- guidance on how to set your consulting fees
- an article on volunteering — how to choose the best volunteer opportunity among the many out there
- An amusing history of how you spent the first year of your retirement with contractors renovating your house and the second year in an insane asylum!

**CTC NEWSLETTER***FSI/TC/CTC**U.S. Department of State**Washington, D.C.**20522-4201**Editor: Amy Pitts**Telephone: 703-302-7412**Facsimile: 703-302-7416**E-mail: [pittsa@state.gov](mailto:pittsa@state.gov)*